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... In a Dangerous World

United States intelligence started as a spy service, shrouded in secrecy, left entirely to the president to run. Its legislative charter, passed in 1947, was deliberately ambiguous about what it should do. This represented a total American consensus at the time that the spy business was best insulated from public debate and exposure.

For 25 years thereafter, intelligence officers made up the rules as they went along. In the process, they made a few mistakes and did some wrong things — and I stress the word few.

In the mid-1970s, the lid was lifted on intelligence in the most sensational and sanctimonious of tones. The resulting outcry and publicity frightened people all over the world.

The pendulum is returning to a sensible middle point. America changed intelligence and made it more than a simple spy service. It developed a great center of scholarship and research, with as many doctors and masters of every kind of art and science as any university campus.

It produced a triumph of technology, stretching from the depths of the oceans to the limits of outer space, using photography, electronics, acoustics and other technological marvels to learn things totally hidden on the other side of the

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world. In the SALT debate, for example, Americans openly discussed the details of Soviet missiles which are held most secret in the Soviet Union, but revealed by our intelligence systems.

As our intelligence system grew, it could no longer be contained within the old tradition of total secrecy. But we still must protect its sources, the spies who are still needed within the secret and authoritarian societies threatening us.

So a new charter is being developed. It is essential for the morale and effectiveness of the honorable men and women who look ahead to the intelligence problems of the future, rather than at the mistakes of the past.

We Must Penetrate

Intelligence must penetrate the secrets of countries which can do us harm. And we must do it both with technology, and by dealing with brave men and women in those countries who will risk their lives and livelihoods to help us.

Intelligence must offer a way of providing quiet assistance to friends of America in some countries, struggling against a brutal dictator on one side and ruthless terrorists on the other. This quiet action can offer an alternative to polarization and turmoil, and be an effective and restrained use of American influence — more effective than diplomatic exchanges, but less violent than carrier task forces and Marines.